

DIRECTORATE OF ADMINISTRATION

KEY ISSUES

- + Increased Statutory Requirements
- + Uncontrollable Costs for Services Received from Other Agencies
- + Growth and Control of Computer Requirements
- + Participation in Counterterrorism Programs
- + Single Transportation Allotment

1. Increased Statutory Requirements

Over the last two years, several statutory requirements have been levied on all Government agencies. The Freedom of Information (FOIA), Privacy and Fair Labor Standards Acts (FLSA) have had a tremendous impact on resources available to the CIA and the Directorate of Administration. During Fiscal Year 1976, personnel from all Offices have been diverted from the fulfillment of their basic mission to respond to the workload generated by these laws, but the Offices of Finance (OF), Joint Computer Support (OJCS), Personnel (OP), and Security (OS) have been especially hard pressed. Work on the implementation of the Fair Labor Standards Act has drawn heavily on the resources of OF, OJCS, and OP. The intricacies of this law required many man-days of system development to create reporting techniques and programs that would allow adaptation of FLSA to the Agency payroll system. Varying interpretations and rulings on the intent of this Act are still causing changes in Agency policy and payroll systems.

The Freedom of Information and Privacy Acts continue to be a burden for the Directorate in general and OS in particular. As many as OS personnel at a time have been detailed to information release activity. There is no evidence that Congress will make any drastic changes in the requirements levied by these laws, nor has there been identified any recognizable means for accurately forecasting long-range work variations. The activity and the volume of the work that the FOIA and Privacy Act generate is dependent upon outside influences, including the Congress and the public.

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2. Uncontrollable Costs for Services Received from Other Agencies

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The General Services Administration (GSA) Standard Level User Charges (SLUC) continue to escalate. Agency acquisition of the [redacted] is expected to complicate the funding of SLUC in FY 1978, when there will be an estimated 30 percent increase to [redacted] not including [redacted] charges.

3. Growth and Control of Computer Requirements

In mid-1974 the Comptroller's Information Processing Staff was abolished and certain functions concerned with the review and approval of proposals for acquiring ADP equipment and services were transferred to OJCS without commensurate resources. Headquarters Regulation 7-2 describes procedures for review and approval of ADP proposals, but without the resources to carry out this function, OJCS believes the control to be superficial and the review and approval mechanism of questionable effectiveness. As a remedy, OJCS suggests a staff of [redacted] people who would have greater involvement in the early phases of ADP planning in Agency components. They also seek authority for binding decisions. It is apparent that a review by senior management is needed to improve this control over ADP and the resources allocated to this function.

4. Participation in Counterterrorism Programs

"The people who killed Richard Welch on 23 December 1975 in front of his home in Athens belong to a not-too-exclusive and ever growing club. They go by the name of 'terrorists.' Terror is their game. Terror is their product. And they have been moving their product at an awesome rate."¹

The Offices of Medical Services (OMS), Security and Training (OTR) have all been tasked with supporting the counterterrorism Program without any significant

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increase in resources. There is no question that this is a program vital not only to the CIA, but also to the U. S. Government and other governments worldwide, so we raise another question: should we not be more forthcoming with the resources to support the counterterrorism program? It is doubtful that the present level of support can continue into FY 1977 and FY 1978 without some relief. Behavioral science support of counterterrorism activities is being provided by the Office of Medical Services. The Office of Security has instituted the Personnel Protection Program. Experienced officers were drawn from all Office of Security components; an intensive training program was conducted and by 30 June 1976, [] Agency overseas installations will have been visited. Every family at each installation will be individually provided guidance on means to enhance their own safety. The thrust of the program is to assist the individual employee on a personal basis and to visibly extend the Agency's care and concern to both his family and his home.

In support of the counterterrorism program, OTR has developed the [] training course, part of which is the very popular [] Course. Like others, however, this program sometimes suffers from lack of resources. With the increased emphasis on personal protection for Agency employees, this effort must be maintained.

5. Single Transportation Allotment

The Office of Logistics has [] programmed in the FY 1977 Congressional Budget for the Agency Transportation Allotment. This is below both the \$3 million that they requested and the [] allotted OL in FY 1976. It is doubtful, with the trend of escalating transportation costs resulting from general inflation as well as rising fuel costs, that any reduction in transportation costs will occur. Logistics' only affirmative course of action is counseling users to better plan their requirements, thus negating the need for premium transportation. Without supplemental funding, OL will be unable to completely cover this account.

¹ [] Personnel Protection Program, DDA Exchange, April 1976.

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MAJOR ACCOMPLISHMENTS AND SIGNIFICANT PROBLEMS

1. Major Accomplishments

Despite erratic performance [redacted] the Office of Communications (OC) has managed to maintain continuity of service between Headquarters and overseas stations. Major programs such as [redacted] operation of the Message Network, Data Communications and Unclassified Telephones have proceeded well. The President, the Secretary of State and other high-ranking Government officers continue to receive [redacted] support during their travels. The Offices of Finance (OF) and Joint Computer Support (OJCS) have completed the design coordination and begun user acceptance testing of the new General Accounting System which is reputed to be among the most advanced accounting systems in Government today. Another notable event for OJCS was the installation in December 1975 of its first IBM 370-168 computer and the conversion of interactive users to this system.

During the first half of FY 1976, the Office of Logistics (OL) provided major support to the special, [redacted]. The quality of [redacted] support rendered was so outstanding in terms of timeliness and professionalism that a written commendation was received from the area division concerned and verbal commendations were received indirectly from the Secretary of State and President of the United States. As a result of the Presidential Executive Order of 19 February 1976, OL was tasked with finding alternative office space for the DCI, the Committee on Foreign Intelligence and the Intelligence Community Staff. Through some exceptional efforts, acceptable space was located at [redacted] and OL [redacted] pushing as quickly as possible toward occupancy.

The Office of Medical Services (OMS) has standardized and implemented the Multiphasic Testing/Periodic Health Examination (MPT/PHE) program which allows OMS to evaluate and examine all Headquarters employees on a two-year cycle. The OMS Xero-mammography program, initiated as a test program in March 1975 and limited to dependent wives processing for overseas, is now available to all Agency employees. Through April 1976, [redacted] employees and dependents have availed themselves of the procedure. In slightly over ten percent of these tests, significant pathology has been found.

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During FY 1976, the Office of Personnel (OP), implemented the single ceiling concept in personnel reporting. In addition, OP completed development and application of a systems model for computer use to project age and grade distribution. The Annual Personnel Plan (APP) succeeded in focusing the attention of management on the rating creep in fitness reports; many sub-career groups are issuing guidance to correct this situation.

The Office of Security (OS) achieved significant success in safety planning by establishing a Safety Officer in each Agency component at each major level of management. With this goal realized, the OS Safety Branch was then able to devote its attention to the management and technical advisory aspects of the Agency's safety program. Very important achievements of the OS Technical Security Division programs were the detection of two hostile audio devices and the revitalization and expansion of the In-Place Monitoring System, so vitally necessary in the protection of our overseas installations.

The Office of Training (OTR) has responded to the demand for increased training by adding new courses in all training units. The Functional Training Division has developed new "core" and elective management and administrative courses and has increased the number of information science course runnings. Other OTR components have devised new or better programs, and all of the new courses are part of the curriculum developed through OTR's planning system. The planning approach has led to better use of training resources in the face of increased training requirements--student days were up 33 percent during the first eight months of FY 1976 over the same period in FY 1975.

From the Directorate standpoint we must recall the climate of FY 1976 and the challenges presented to the Agency. A tremendous effort was required from many people in many Offices to accommodate the Congressional Committees investigating the Agency. As these requirements were completed, a feeling of success developed as we realized that the demands, which were almost always sudden and always urgent, were satisfied without infringing on the basic missions of the Directorate--a great tribute to the willingness of our people to extend themselves again and again to accomplish not only the routine, but also the extraordinary. When one considers that on top of the Congressional investigations was overlaid the Freedom of Information and Privacy Act workload, it seems remarkable that the Agency was able to attend to its basic mission at all.

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2. Significant Problems

Major problems encountered by the Office of Communications during FY 1976 were a personnel shortage due to the retirement at the end of FY 1975 of many senior and mid-level OC managers and employees and a significant shortfall in funds. Major recruiting efforts by OC were not as successful as desired and have left the Office in a position of stretching manpower. The OC shortfall is an unfunded requirement [REDACTED]

Not only has the move to the [REDACTED] resulted in \$285 thousand unprogrammed cost for terminals and remote job processing equipment for the Office of Joint Computer Support (OJCS), but it also requires taking six people from the already overburdened Operations Division to staff the remote equipment. This is but one example of the many demands placed on OJCS. The constantly rising demands for new computer applications from every part of the Agency is seriously straining OJCS resources. Successful applications generate new requests for additional facilities so that the demand pyramids in logarithmic fashion. Requests for additional resource allocations to handle these demands are a problem for higher management which, because of the times, is trying to hold to existing levels or reduce personnel and other costs. Without additional resources or an effective management mechanism for controlling input to OJCS, the predictable result is customer dissatisfaction with the level of computer support.

The move [REDACTED] of several more Office of Personnel components is likely to have a negative effect on improvements accomplished over the last two years in the Professional Staffing Branch of the Staff Personnel Division. The move will require the revamping of the Skills Bank concept and only time will tell what effect the move will have on efforts to reduce the applicant review and processing period. The time involved in transporting applicant files between the various buildings will, by itself, assume major importance.

In summary, there are several issues which have created shortages in Directorate of Administration personnel and dollar resources during FY 1976 and portend the same for FY 1977 and FY 1978.

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Manpower resources needed to meet personnel staffing requirements for professionals in a rotational cycle, training for professional positions and providing TDY support to overseas stations continues to stretch personnel resources to the limit, especially in the Office of Finance, Logistics, Medical Services and Security. Lack of positions to support these activities has a definite, detrimental impact on effective career and Office management.

As outlined earlier, terrorism and increasing demands on computer applications are also eating heavily into personnel resources. On a Directorate-wide basis, the reduction in both Headquarters and overseas positions is creating a "double-jeopardy" situation in which personnel being returned to a sub-career group because of these cuts find no positions available. Cutbacks in overseas, uniformed medical personnel are affecting OMS which is losing overseas positions, losing viable cover status for its personnel and, because of military withdrawals, is being relied on more and more to respond to overseas medical requests on a TDY basis--a time, personnel and dollar-intensive solution to the problem.

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Shortages in funding have created difficulties for all DD/A Offices, [redacted] charges have been and will be the greatest problems. In addition to the difficulty of funding [redacted] costs, OC has not included at this time any amount they must contribute for providing communications for the DCI and ICS move to the [redacted]. Problems anticipated by OL in funding the [redacted] move are created by the FY 1977 estimates which do not include site preparation funds or anticipated SLUC increases due to the occupancy of the new building.

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The physical plant [redacted] is beginning to age and we can foresee considerable maintenance and refurbishing expenditures in the future as well as some replacement expenses for boilers, storm drains, roads and obsolete equipment. The Transportation Account in OL is another item that is underfunded in FY 1977 and is conservatively budgeted in FY 1978.

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